

INTERCOLLEGIATE BROADCASTING SYSTEM

Report of the Business Manager to the Governing Council Meeting of February 7, 1948

I. Finances

A. Money we owe.

Unfortunately the activities of the Business Manager in carrying on the work of the New York office, redistributing IBS physically and spiritually, and fending off pressing creditors, in addition to his personal gainful employment and studies at Columbia University have prevented the compiling of a complete and proper financial statement. Therefore, the figures presented below are only approximate, unless otherwise indicated.

Liabilities:

Notes Payable (exact).....	\$ 2000.00
Advertising Payable to stations.....	6200.00
Accounts payable, current expenses.....	1200.00
Salaries Payable (exact).....	4320.10

Total.....\$13,720.10

Explanation: Notes Payable represents money loaned to IBS in 1946 to keep it from folding up then. The notes are demand notes.

Advertising payable to stations represents money collected by IBS for advertising carried on member stations during 1946-47, and withheld from the stations by authority of the Governing Council. This money was to be credited to dues to be assessed on the stations, and overpayments refunded to the stations and underpayments collected from the stations. The dues were never assessed, so the redistribution on an "equitable basis" could not be carried out. It is doubtful whether it could have been carried out anyway, as it is probable that few stations would have agreed to pay more money. A statement of this account is attached to the report.

Accounts payable current expenses represents money spent largely during August, September, October, November, and December of 1947 for operating IBS. Our debts are in the form of bills which our creditors (e.g. the telephone company, our printer, etc.) reasonably expected to be paid within a month after receipt. They have so far been very tolerant of our extended default, but will not be tolerant much longer.

Salaries payable represents money we owe to former employees who were not paid for work they did, and who worked in anticipation of IBS having enough money to pay them some time in the not too distant future.

B. Money we have.

Assets:

Office equipment and furniture.....	\$1000.00
Bank account.....	200.00
Accounts receivable.....	100.00

Total.....\$1300.00

Report
of the
Business Committee
to the
Governing Council Meeting
of
February 7, 1958

I. Finance

A. Money on hand.

Unfortunately the activities of the Finance Committee during the year on the part of the New York office, notwithstanding the financial difficulties and pending off pressing creditors, in addition to his personal financial difficulties and studies at Columbia University have prevented the completion of a complete and proper financial statement. Therefore, the figures presented below are only approximate, unless otherwise indicated.

Statement:

Notes payable (exact).....	2000.00
Advertising payable to stations.....	6200.00
Accounts payable, current expenses.....	1100.00
Salaries payable (exact).....	1120.10
Total.....	2120.10

Explanation: Notes payable represent money loaned to the station to keep it from falling up front. The notes are general notes.
Advertising payable to stations represent money collected by the station for advertising carried on their stations during 1957-58, and withheld from the stations by authority of the governing Council. This money was to be credited to them to be assessed on the stations, and overpayments related to the stations and underpayments collected from the stations. The two were equal, so the station on an aggregate basis should not be affected. It is doubtful whether it could have been worked out during the year, but the station would be allowed to pay more money. A statement of the station is attached to this report.
Salaries payable current expenses represent money paid largely during the year, September, October, November, and December of 1957 for operating the station. Our debts are in the form of bills for advertising, telephone, gas, water, etc., which are expected to be paid within a month after the year. They have not been very helpful of our financial picture, but will not be a burden much longer.

Salaries payable represent money we owe to our employees who were not paid for work they did, and who worked in anticipation of the having enough money to pay them some time in the not too distant future.

B. Money we have.

Assets:

Office equipment and furniture.....	2100.00
Bank account.....	200.00
Accounts receivable.....	100.00
Total.....	2400.00

C. Money we can get.

The only immediate apparent source of income is dues from Member and Trial stations. (See discussion of advertising below).

Since there are now nearly 100 stations altogether, dues of about \$25 per year each would bring in about \$2500 per year. This is probably enough to maintain IBS, although it is not yet clear at just what level of activity.

Immediate collection of dues at this rate would provide us with enough money to pay off the most pressing debts and keep going.

D. The future.

The immediate assessment and collection of dues will very likely result in a number of stations withdrawing from IBS. We have, I hope, long since given up the idea that every campus station in the country must belong to IBS. There are already several that do not. Frankly, the cold cruel fact is that we cannot afford to keep on our rolls any station that doesn't contribute its share for the support of IBS.

Although we shall undoubtedly experience an immediate drop in membership, it will probably be partly compensated in the future by a gradual return of some of those leaving, as well as a continuous increase in the membership which has been going on all along. This rate of increase will certainly be lower than at present, but should continue for quite a long time.

II Dues

II Dues Recommendations

A. Member stations

A. Member stations

Member stations shall pay dues of \$35 annually, payable on or before December 1 of each year.

Dues for the academic year 1947-48 shall be paid on or before March 15, 1948.

Stations reaching Member status after October 1 of any year and before June 1 shall have their dues pro-rated on an eight-month basis between those two dates. Stations reaching Member status after June 1 and before October 1 shall pay dues at the regular time for payment.

B. Trial stations

1. Regular routine:

Trial stations shall pay dues of \$20.00 on acceptance into IBS, and \$20.00 on each anniversary of acceptance as long as Trial status is maintained.

Trial stations becoming Members shall have the dues paid in Trial status credited to Member dues, after pro-rating according to the number of months between payment of Trial status dues and acceptance for Membership, plus a credit decreasing in proportion as the number of months in Trial status decreases. The purpose of this is to encourage early application for Member status.

2. Procedure for present Trial stations

Present Trial stations shall pay dues on March 15, 1948 and yearly thereafter as long as Trial status continues.

Discussion: Trial stations joined with the explicit understanding that it involved no financial obligation on their part. Therefore, dues assessed on them should be for future periods, never past ones. Further, they should be considered quite free to withdraw in advance of the due date of assessments.

Member stations, upon joining, accept a responsibility to support the System, hence they may reasonably be expected to pay dues for

6. Money we can get.

The only immediate source of income is dues from
Member and Trial stations. (See discussion of advertising below).

Since there are now nearly 100 stations altogether, dues of
about 25 per year each would bring in about 2500 per year. This is probably
enough to maintain IRS, although it is not yet clear at what level of activity.
Immediate collection of dues at this rate would provide us with
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D. The future.

The immediate assessment and collection of dues will very
likely result in a number of stations withdrawing from IRS. I hope,
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belong to IRS. There are already several that do not. Finally, the cold cruel
fact is that we cannot afford to keep on our rolls any station that doesn't contrib-

ute its share for the support of IRS.
Although we shall undoubtedly experience an immediate drop in
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two dates. Stations reaching member status after June 1 and before October 1 shall
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B. Trial stations

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Trial stations shall pay dues of 20.00 on acceptance into
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maintained.
Trial stations becoming members shall have the dues paid
in trial status credited to member dues, after pro-rating according to the number
of months between payment of trial status dues and acceptance for membership, plus
a credit decreasing in proportion as the number of months in trial status approaches.
The purpose of this is to encourage early application for member status.

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15, 1948 and yearly thereafter as long as trial status continues.
Discussion: Trial stations joined with the explicit understanding
that it involved no financial obligation on their part. Therefore, dues assessed
on them should be for future periods, never past ones. Further, they should be
collected quite free of charge in advance of the date of assessments.
Member stations, upon joining, accept a responsibility
to support the system, hence they may reasonably be expected to pay dues for

periods now past during which they were Members and during which no dues were collected. Therefore, the dues collected immediately should be considered to be for the academic year 1947-48. Dues would again be collected on Dec. 1, 1948/

III Advertising

A. Representation.

We have renewed our representation agreement with Avery-Knodel Inc. (formerly Lewis H. Avery, Inc.) for six months. It is requested that the Governing Council approve this renewal.

Avery-Knodel was reluctant to renew, considering the lack of results over the past year. However, we felt that we are not in a position to educate a new representative right now. We have given and are giving consideration to the possibility of changing representatives at some appropriate future date.

B. Promotion.

Advertising selling is done not only by the representative, but also by the station. The actual contact with the sponsor or advertising agency is done by the representative, at least until the account is fairly well "softened up". However, to back him up he needs information in detail from the stations, as well as direct promotion by the stations to the advertisers. IBS is not at present able to do these things properly. The only solution is for the station staffs to put in as much time on national advertising as many of the put in on local advertising. This work will of course have to be coordinated by IBS and done with the knowledge and advice of our representatives.

C. Seriousness

One of the most important obstacles in the way of selling national advertising is the feeling, largely justified, on the part of sponsors that the stations do not take their responsibility to the advertiser seriously, and that as a result the advertiser has no assurance that he is getting what he is paying for.

The facts are just about that way. The stations do not take their responsibility seriously, with a few exceptions. Therefore, the future policy of IBS, dictated by practical necessity as well as reason, is that no effort will be made to sell advertising on stations which do not take an active interest in providing information needed. In this way we will be able to eliminate from consideration those stations which will probably give the others a black eye in the mind of the sponsor. It may seriously reduce the number of stations available in the IBS "package" offered to sponsors, but any other course seems foolish.

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B. Introduction

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III Advertising

for the stations last year 1947-48. These would again be collected on Oct. 1, 1948.
collected. Therefore, the new collection schedule should be completed by the
personnel and during the year 1947-48. Avery-Knodel and Lewis H. Avery, Inc.

IV Program department

Although program matters are not in the purview of the Business Manager, lack of a Program Manager has recently compelled him to give attention to certain aspects of that department. Requests are continually made to IBS by Member and Trial stations for advice and assistance on program matters. We are not at present able to help them. It is this activity which is ~~XXX~~ potentially the most valuable to Member stations of longest standing in IBS. There is a great deal which can be done, if someone can be found to do it. This is not a remote thing. Many excellent free transcribed programs are available for the asking, but we have no one to do the asking. Also, many free popular records can be obtained by stations, if they were told how to go about getting them, but we have no one to find out and tell them. Many scripts, both from within and without IBS are available if we had someone to collect them and distribute them. A large job needs doing. A good deal of it can be farmed out, if someone can be found to supervise it.

V New York office

The New York office was moved, after delays caused by the weather, from 507 Fifth Ave, New York 17, N.Y. to JKCR, Hamilton Annex, Columbia University, New York 27, N.Y. The space JKCR has generously allotted us out of their own overcrowded quarters is small, but enough to work in. Our problem is not space but personnel. Mountains of material unfiled for months remains to be sorted and put away.

VI Regional organization

In addition to the regional organization of the legislative branch of IBS, it is intended that a good deal of the executive branch be so reorganized. Specific proposals for doing this have been made by Anatole Browde, New York State representative.

The proposed regional organization can probably be financed by the dues collected by IBS, but only to about the same extent that the national offices are financed, that is postage and stationery can be paid for, but not much else. Extensive traveling and long-distance telephoning cannot be included. Expenditures will of course have to be carefully supervised by the IBS business department.

Although program matters are not in the purview of the Human Resources
lack of a program manager is seriously handicapping him to give attention to
various aspects of the department. He needs and assistance on program matters. He
needs and trial stations for advice and assistance on program matters. He
not at present able to help them. It is this activity which is KRM potentially
the most valuable to member stations of IBS. There is a
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remote thing. Any excellent free transcribed program are available for the
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can be obtained by stations, if they were told how to go about getting them,
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and without IBS are available. If we had someone to collect them and distribute
them. A larger job needs doing. A good deal of it can be turned out, if some-
one can be found to supervise it.

V. New York office

The New York office was moved, after delays caused by the weather,
from 307 Fifth Ave., New York 17, N.Y. to 300, Madison Annex, Columbia University,
New York 17, N.Y. The space KRM has generally allowed us out of their own
overcrowded quarters is small, but enough to work in. Our problem is not space
but personnel. Recruitment of talents I wanted for months remains to be solved
and put away.

VI Regional organization

In addition to the regional organization of the Legislative branch of
IBS, it is intended that a good deal of the executive branch be reorganized.
Specific proposals for doing this have been made by Lucile Brown, New York
State representative.
The proposed regional organization was probably be financed by the
donations collected by IBS, but why to spend the money, except for the national
offices was discussed, that is possible and ultimately can be paid for, but not
such else. Extensive traveling and long-distance telephoning cannot be included.
Expenditures will of course have to be carefully supervised by the IBS national
department.